



WANA Institute Operational Strategy 2015-2020

About the WANA Institute

The WANA Institute is the only region-focused, interdisciplinary policy think tank working towards more informed development strategies in the West Asia – North Africa region. The Institute conducts qualitative and quantitative research, hosts conferences and events that provide a space for non-politicised discussion on key development challenges, and undertakes capacity building initiatives for civil society groups. All of the Institute's work is focused on the areas of social justice, green economy and human security. The Institute believes that development challenges require regional, cooperative approaches from an interdisciplinary perspective. Additionally, it believes civil society must be strengthened to become a vital stakeholder in the region and that we need far greater insight into the impact of development initiatives to ascertain levels of success. The WANA Institute is chaired by His Royal Highness, Prince El Hassan bin Talal and operates from the Majlis El Hassan in Amman, Jordan.

© WANA Institute 2014

Images: Shutterstock

DRAFT REPORT

This report is for the use of the intended audience only and is not to be circulated without the prior consent of the WANA Institute.





Operational Strategy

The WANA Institute aims to be a trusted source of evidence and opinion, and to provide a forum for open debate for leading researchers and policy makers in the region. We are building knowledge from the region, for the region.

Executive summary

The WANA Forum was established in 2009 as a thematic dialogue platform, designed to strengthen regional dialogue and development cooperation. In 2014, the initiative was re-launched by His Royal Highness, Prince El Hassan bin Talal, as the WANA Institute — a not-for-profit policy think tank based in Amman, Jordan.

The Institute's goal is to promote a transition to evidence-based policy and programming, with a particular focus on strengthening the role of civil society as a key player in regional development. Critically, the capacity to produce and utilise such evidence must be developed in the region and by regional stakeholders to inspire trust, ensure pragmatism and guarantee sustainability.

To achieve its goal, the WANA Institute empowers key stakeholders with knowledge, tools and evidence in three areas: social justice, green economy and human security. It does this by undertaking progressive, interdisciplinary research; convening a multi-stakeholder dialogue platform made up of key change makers; supporting stakeholders through a regional knowledge network and communities of practice; and by building the capacity of stakeholders to transform knowledge into policy and programs.

The world is not short of think tanks. Moreover, producing research does not guarantee that evidence will be translated into better development strategies. What sets the WANA Institute apart is how it leverages its key assets to advance impact and play a unique role in regional affairs. Being situated within the Majlis El Hassan and with the active involvement of HRH Prince El Hassan bin Talal, the WANA Institute has unique and ready access to thought leaders, change makers and policy actors throughout the region and internationally. Where the Institute can affect change unlike most others is through its capacity to build and leverage these relationships to influence the policy and development architecture. It uses these same assets to galvanise, strengthen and create a platform for civil society to extend its influence as a development stakeholder.

Contents

Executive summary	1
1. Background	3
1.1 Problem analysis	3
1.2 WANA Forum: 2009-2014	4
1.3 The WANA Institute: 2015-2020	4
2. Change model	5
3. The WANA Institute: pillars and operating modalities	6
3.1 Mission statement	6
3.2 Our goals	7
3.3 Our objectives	7
4. How we work	7
4.1 Thematic pillars	7
4.2 Operating modalities	9
4.3 Our commitment	10
4.4 Guiding principles	11
5. The WANA Institute 2014 programme components	11
5.1 Legal Empowerment and the Arab Awakening (11-12 June 2014)	11
5.2 Technical training on legal empowerment (9-10 June 2014)	11
5.3 Research and knowledge products	11
5.4 Other partner events	12
5.5 Knowledge networks	12
6. Risk assessment: potential obstacles and strategies for mitigation	12
6.1 Building regional consensus	12
6.2 Topic selection	12
6.3 Regional instability	13
6.4 Knowledge to policy process	13
7. Monitoring and impact evaluation	13
8. Management arrangements	13

1. Background

1.1 Problem analysis

The WANA Forum initiative was born in 2009 in response to the pressing need for a neutral and non-politicised framework for dialogue and problem solving in the region. Protracted conflict coupled with acute imbalances in natural resource endowment, has resulted in narrow agendas confined to short-term, national interests.

Responses to political and development challenges have not met expectations due to the absence of multi-lateral frameworks to deal with them.

Moreover, there has not been sufficient examination of problems through a regional lens, nor efforts to build inter-country communities of practice geared towards creative problem solving, knowledge sharing and the rollout of good practices. In short, a lack of regional coherence in understanding and responding to shared development challenges has led to inaction.

It is clear, however, that in a geopolitical era characterised by territoriality, identity and movement, the issues are predominately transnational, and thus require transnational solutions. National security, displacement and water scarcity, for example, can only be effectively addressed through multilateral cooperation. State policies and bilateral relations must be augmented by institutionalised multi-stakeholder dialogue, founded on progressive, evidence-based and interdisciplinary research. At the same time, problem analysis and practical mechanisms to address such problems must be born with a sense of ownership and a vision for a common future. Lack of action in this regard should be viewed as a missed opportunity. It was this void that the WANA Forum was established in 2009 to fill.

More recently, it has become clear that the region lacks an evolving, evidence-driven and progressive knowledge base. There is little primary or

interdisciplinary research undertaken, and many of the studies relied upon for programme development and policy analysis originate from outside the region. The absence of a solid and authentic knowledge base impedes the development of utilitarian social and economic policy, as well as evidenced-based development programming.

A compounding issue is the strength and penetration of civil society in the region. The majority of social welfare initiatives are driven by government and religious organisations, or by the international community. A strong, influential and proficient civil society sector, however, is a *sine qua non* to the economic development of social equity, sustainable transition and resilience in the region. Civil society organisations can act as a check and balance on government, supplement existing social initiatives, and be an authentic alternative to development programming by the international community. The development of this sector, however, faces many challenges.

Organisations often face bureaucratic obstacles registering and operating and they can have difficulty building trust with beneficiaries. Stronger technical skills and operational capacity are needed to enhance reach and impact. In many countries, civil society organisations must also carefully balance advocating for reform and programming in politically and culturally sensitive areas, with the need to avoid attracting unwanted attention that might impede their operating capacity. Despite such challenges, there are no regional (and few national) organisations specifically mandated to assist in the development and strengthening of civil society.

A final issue is that advocacy — which is key to utilitarian reform, focusing attention on issues of marginalisation and the growth of an inclusive social-political framework — is undertaken in an ad hoc manner, and rarely from a regional platform or

informed by an interdisciplinary evidence base. This can be partly attributed to civil society lacking institutional strength, specific technical skills and opportunities for collaboration. In spite of the strong body of evidence that shows coalition building between civil society, government and academia is an effective and sustainable method of driving change,¹ few opportunities exist for civil society to initiate partnerships with these groups. An additional factor is the absence of mechanisms to connect stakeholders to evidence, or to advocate around collective themes.

Under its revised operational strategy (2015-2020), the WANA Institute seeks to address both these groups of historic and new challenges.



Picture: HRH Prince El Hassan bin Talal greets training participants at the 2014 Forum.

1.2 WANA Forum: 2009-2014

The first WANA Forum was convened in 2009 to assess shared challenges and identify opportunities where regional approaches to cooperation might be value adding. This process identified certain themes that came to represent the defining elements of the WANA Forum process, including the imperatives of leveraging civil society, interdisciplinary thinking, evidence-based research

and inter-country communities of practice. Based on these guiding principles, the WANA Forum continued its work, focusing on the themes of regional carrying capacity (2010), Arab states in transition (2011), identity (2012) and the uprooted (2013). These processes brought together more than 520 participants from more than 50 countries at events ranging from the annual WANA Forum, to stakeholder meetings, roundtable events and high-level discussions. The ideas and knowledge gleaned from these fora were shared through reports, policy statements and articles that have been shared regionally and internationally. Other milestones have included assisting in creating the Arab Social Charter, developing proposals for a Regional Bank for Reconstruction and Development and contributing to the United Nations High-Level Dialogue on International Migration and Development.

1.3 The WANA Institute: 2015-2020

The WANA Forum's first five years amassed critical lessons regarding the potential for regional thinking, cooperation and problem solving. It remains the only dialogue process of its kind and an important place for regional debate about issues that can only be solved collectively and collaboratively. Moreover, interdisciplinary thinking and multi-stakeholder engagement remains the exception and not the rule; and West-Asia North-Africa is still lacking in discursive, innovative research with a regional perspective. It became clear, however, that transitioning such thinking into tangible action and results required an augmented strategy. In response, in 2014, the WANA Forum engaged in a series of brainstorming sessions and consultations with key policy, civil society, cultural and academic stakeholders, to arrive at a new strategy to guide its work over the 2015-2020 period. This strategy reflects a leveraging of the WANA Forum's key strengths to adapt to the

¹ M Keck & K Sikkink, Transnational advocacy networks in international and regional politics, *International Social Science Journal*, Volume 51, Issue 159, pages 89-101, March 1999.

region's changing conditions and respond to emerging challenges.

Why WANA and not MENA?

The use of the term West Asia-North Africa (WANA), as opposed to the more common Middle East-North Africa (MENA), reflects the importance of understanding the region from within, rather than from a Western Orientalist viewpoint. The term WANA acknowledges the region as its own entity, acting independently to address shared challenges such as poverty, demography, migration, energy, and food production and consumption through cooperative, home-grown and home-owned solutions. The term MENA, with its geographic ambiguity and Eurocentric origins, ignores the region's independence and fails to reflect shifts in economic and political realities, such as the economic importance of Turkey or the political influence of Israel. The WANA Institute acknowledges the globalised nature of the world today and that, at times, different countries will play an important role when collaborating on issues impacting this region.

Under the new vision, the WANA Institute seeks to promote a transition to evidence-based policy and programming in three thematic areas: social justice, green economy and human security. The principal working method will continue to be the multi-stakeholder dialogue model. This model will be strengthened, however, by engaging a carefully targeted and more limited group of 50-75 change-makers in each of the three thematic areas, including members of civil society, government,

practitioners, academia, religious and cultural leaders, youth and private sector actors. Dialogue will be facilitated through annual fora, as well as smaller workshops and meetings convened to examine specific thematic issues. This community of practice, will be supplemented by three new capacities:

Region-specific, interdisciplinary research:

Strengthened innovation and research capacity comprising an in-house research team, targeted commissioned research, and partnerships with leading research institutions.

Multi-stakeholder knowledge networks:

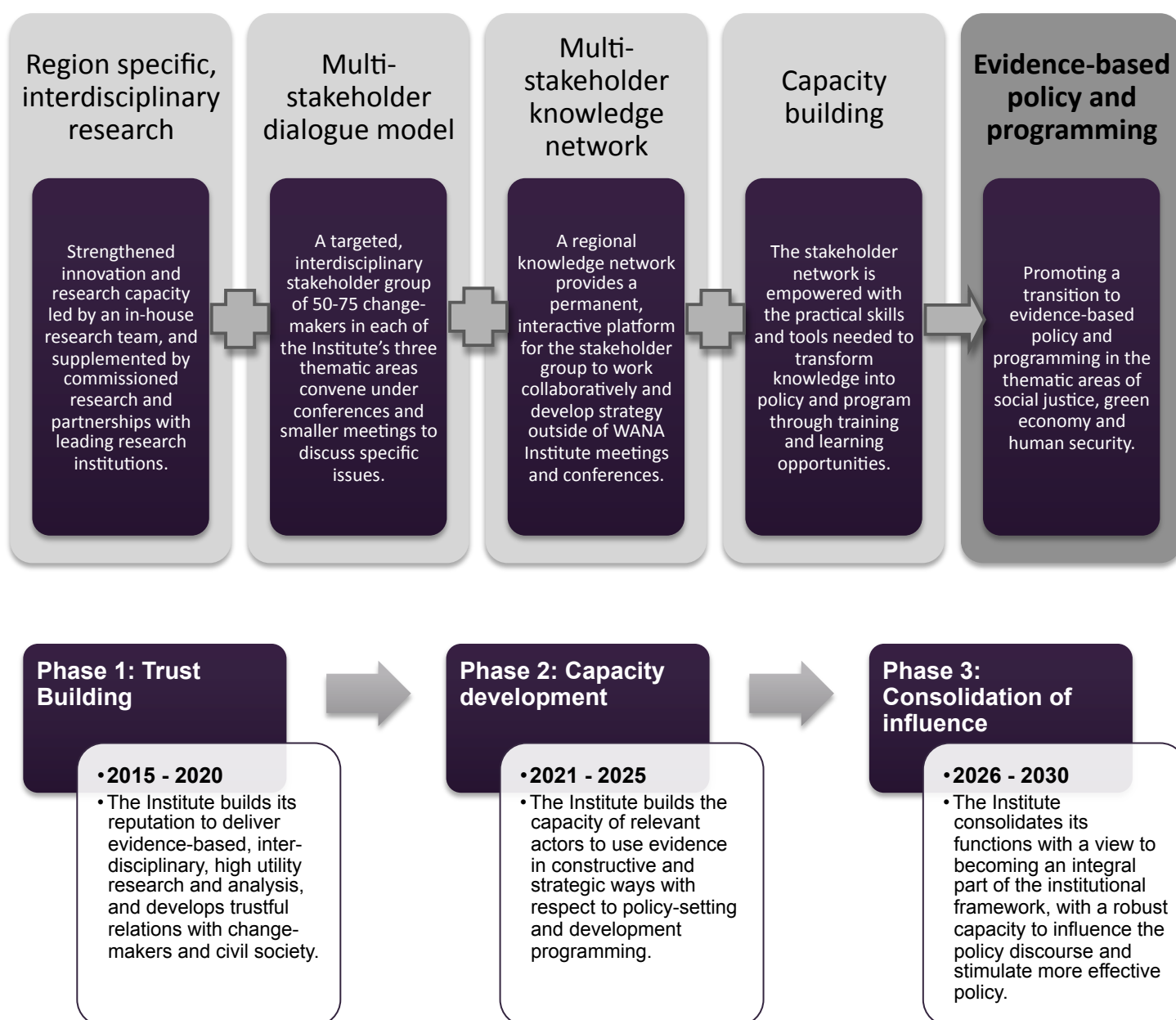
The formation of regional knowledge networks that provide a permanent, interactive platform to work collaboratively and develop strategy outside of WANA Institute meetings and conferences.

Capacity development:

Empowering the stakeholder network with the practical skills and tools needed to transform knowledge into policy and program through training and learning opportunities.

2. Change model

The WANA Institute's unique change model will allow for a successful conversion to its new role as a policy think tank. Combining the Institute's four distinct operating modalities will result in a transition to evidence-based policy and programming in the thematic areas of social justice, green economy and human security in the WANA region.



3. The WANA Institute: pillars and operating modalities

3.1 Mission statement

Our mission is the empowerment and enablement of the people of the WANA region.

We believe that the challenges of the region can only be solved:

- through cooperative approaches informing a sense of regional identity, interdisciplinary thinking and a shared understanding of our challenges and future;

- with a strong compact between government, policy makers, civil society, academic and other key stakeholders; and
- when informed by an authentic, regional, evidence-driven knowledge base.

To facilitate this, the WANA Institute empowers key stakeholders with the knowledge, tools, evidence and platform needed to make lasting change in the areas of social justice, green economy and human security.

What makes the WANA Institute different?

The world is not short of think tanks. Moreover, producing research does not guarantee that evidence will be translated into better development strategies for the region. In response, the WANA Institute leverages its key assets to advance impact and play a unique role in regional affairs. Being situated within the Majlis El Hassan and with the active involvement of HRH Prince El Hassan bin Talal, the WANA Institute has unique access to thought leaders, change makers and policy actors throughout the region and internationally. The Institute builds on and leverages these relationships to influence the policy and development architecture. It uses these same assets to galvanise, strengthen and create a platform for civil society to extend its influence as a development stakeholder.

3.2 Our goals

1. Develop a regional knowledge base to guide policy, programming and discourse and facilitate practical solutions to the challenges facing the WANA region;
2. Support the development of a strong, influential and proficient civil society sector, and their role as a key stakeholder in development;
3. Promote a transition away from territorialism and fragmentation towards policy and programming grounded in a distinctive sense of regional identity and a culture of regional cooperation;
4. Create a stronger social compact between civil society, government, the private sector and other stakeholders that drives the social, economic, cultural and environmental conditions necessary to enhance human security freedom, dignity and opportunity.

3.3 Our objectives

1. Interdisciplinary research stimulates a more informed discourse on regional issues,

influences national and regional policy, and facilitates evidence-based programming and advocacy;

2. Sustained, legitimate and proficient multi-stakeholder dialogue facilitates an interdisciplinary and shared conceptualisation of regional development challenges, strengthened regional dialogue, and enhanced development cooperation;
3. Stakeholder networks and communities of practice are created and supported to share knowledge, debate challenges and coordinate responses, including through joint advocacy and in the roll out of good practices.
4. Civil society and other key stakeholders are invested with the skills and tools to use the knowledge, research, platforms and discourse to develop practical solutions for lasting change.

4. How we work

The WANA Institute operates under three thematic pillars and through four operating modalities.

4.1 Thematic pillars



Social justice

Social justice is essential to the WANA Institute's overarching goal of promoting human dignity across the region. Many countries in the WANA region suffer from a breakdown of rule of law and lack of government and judicial accountability, which leads to inequitable development. An approach to these problems based on values of social justice — legal empowerment, access to justice, good governance, promotion of the rule of

law, equality of minorities, and the strengthening of civil society —will ensure the advancement of human dignity, long-term growth and stability.

Green economy

The concept of a “green economy” denotes both economic and environmental sustainability. Currently, the WANA region suffers from deeply insecure food and water resources; rampant unemployment, especially among youths; widespread primacy of ‘shadow’ economies; and an Arab ‘brain drain’ that siphons off the most capable minds to other regions. To combat these challenges, the WANA Institute believes that the creation of a regional knowledge base forms an integral part of developing a green economy. Other priorities include solutions to the region’s water, food and energy security-related challenges, community-driven natural resource management, and more effective generation and channelling of social development resources.

Human security

In contrast to the usual preoccupation with *hard* security, the WANA Institute seeks to refocus the region’s attention on *human* security. Human security is a multi-dimensional and people-centred approach to security that considers poverty and inequality as root causes of vulnerability. The WANA Institute believes that an emphasis on human security — which emphasises economic, food, health, environmental, personal, community and political threats — will, in the long term, result in a lasting security in the region. Priority issues include organised crime and criminal violence; human rights and good governance; armed conflict and intervention; international humanitarian law; and the causality between conflict and health, resource and environmental stresses.

The annual thematic foci are selected based on topicality, regionalism² and the potential for the WANA Institute’s involvement to make a tangible and value-adding contribution. Topic selection is driven by the WANA Institute’s stakeholder network and the careful monitoring of on-going research in the region and socio-political developments. The aim is to remain responsive to the principal concerns of the WANA Institute’s network, address gaps and identify opportunities for synergy and cooperative action.

Within each of the pillars, the WANA Institute will undertake key projects that aim to build high-quality research, offer the opportunity for knowledge sharing through conferences and training programmes, and build more effective programming for civil society.

Social justice	Promoting effectiveness and overcoming common challenges of legal empowerment programmes.
	Enhanced access to justice through paralegals.
	Islam jurisprudential approaches to women’s legal empowerment.
	The socio-economic and cultural infrastructure required to support women’s legal empowerment.
Human security	Gender analysis of informal dispute resolution in Jordan.
	The utility of and options for transitional justice processes in countries experiencing transition.
	Mapping the justice, security and property rights landscape in pre-conflict Syria.
	The relationship between conflict, refugee movements and identity, and the implications for stability and security.
	Strategies for engaging with moderate Islamic groups and addressing key vacuums to counter radicalism and promote stability.
	Supporting religious pluralism in the WANA region.
	The implications of religious conservatism for

² i.e. problems that are regional in nature and where there is scope for regional solutions.

	political reform, governance, women and rights. Religion for peace and development in the Arab world.
Green economy	Enhancing the impact of social development and humanitarian assistance in the WANA region. Feasibility of a regional Zakat organisation for social development and poverty reduction. Building national and regional carrying capacity to build resilience and manage external threats. Greening WANA: Community-driven strategies and models for improved management of scarce resources. Blue Peace II: Improved scarce resource management for peace. Understanding refugee hosting costs in terms of regional carrying capacity.

4.2 Operating modalities

Building a regional knowledge base

What	The WANA Institute is a trustworthy source of quality, reliable, progressive knowledge and opinion on issues of social and development concern, from the region and for the region.
Why	Only with a regional knowledge base can utilitarian policy and programming take place.
How	The WANA Institute conducts independent, progressive, interdisciplinary research on regional themes geared towards the development of innovative and practical solutions in the areas of social justice, green economy and human security. Research is undertaken at three levels: in-house by a multidisciplinary team of research fellows that occupy one-year positions at the WANA Institute; ³ commissioned research; and research undertaken in partnership with leading international institutions and think tanks. The WANA Institute also strengthens the capacity of local civil society organisations to conduct legitimate and value-adding research through training on research methodology and mentoring. Research products take several forms, including primary and secondary research (using qualitative and quantitative methodologies), model development, cooperative instruments, indicator setting and strategy formulation. The WANA Institute particularly prioritises the development of innovative and home-grown strategies; examples of such research include a model of institutionalised zakat and the HIMA initiative. Where value-adding, the WANA Institute

³ Fellows are drawn from five schools of study : Middle East studies, international politics, law and justice, sustainable development and inter-faith studies.

also pilot tests and evaluates new approaches, or supports members to lead such processes. The broader aim is that stakeholders build upon and creatively use such research in the rollout of concrete solutions, and bring local and regional perspectives and priorities into international discourse.

Providing a multi-stakeholder dialogue platform

What	The WANA Institute provides a platform for evidence-based discourse grounded in the principles of inclusiveness, non-politicisation, and interdisciplinarity, geared towards constructive and sustainable solutions.
Why	The fragmentation and shared nature of the challenges facing the WANA region requires mechanisms to foster the development of indigenous solutions based on interdisciplinary thinking and a regional conceptualisation of assets, challenges and opportunities.
How	The WANA Institute brings together a targeted group of stakeholders, carefully selected based on an evaluation of their roles as change-makers, commitment to strengthened regional cooperation, and capacity to affect tangible outcomes.

The two principal features of the model are:

1. Interdisciplinary and inclusivism:

Participants comprise policy makers, civil society members, practitioners, academics, cultural and religious leaders and private sector actors, with even geographic representation and gender parity.⁴

2. Hats off at the door:

The Institute is a non-politicised and safe space for unlikely partners to come together to frankly discuss development problems, unbarred by political affiliation or organisational mandates. It is a space for rational, evidence-based, forward-looking and analytical discourse. Within this space, all stakeholders are given equal audience regardless of their institutional affiliation, rank, country, religion, gender or age.

For each thematic area, the stakeholder group meets at least once annually. The objective of this

⁴ To facilitate additional grassroots participation in identification of concerns, the WANA conducts online polling open to the public.

session is to map a particular problem, share knowledge and experience, brainstorm potential strategies and isolate areas for further research. From this meeting, regional priorities, guiding principles, cooperative instruments, action plans and policy proposals are developed for dissemination, advocacy and implementation. This discussion is sustained by the network platform which allows participants to reflect on progress, lessons learned and identify unresolved priority issues. The annual sessions are supplemented by smaller workshops and roundtable events focusing on specific thematic areas or issues, instruments of cooperation, or for the purpose of resolving identified bottlenecks. Teleconferencing facilities are used to ensure inclusivity and engagement of the WANA Institute stakeholder network. The WANA Institute is hence a process, rather than a series of events, the broader aim of which is to stimulate new ideas, strengthen regional thinking and cooperation, and forge a roadmap towards a new multilateral, regional architecture.

Developing regional knowledge networks and communities of practice

What	The WANA Institute provides a permanent and value-adding space for stakeholder dialogue, learning, networking and a source of evidence and tools in the development of programmes, advocacy and policy.
Why	An authentic regional discourse that promotes regional thinking, trust and cooperation requires a sustained and responsive platform comprised of an active and engaged community of practice.
How	The WANA Institute manages regional stakeholder knowledge networks and communities of practice in its three thematic areas. The network provides a permanent platform where members share knowledge and best practices, debate innovative ideas, brainstorm problems and identify solutions, work collaboratively in the resolution of joint problems, and develop capacity. This space encourages members to critically reflect and evaluate their programme practices and strategies, reduce duplication and fragmentation in programming, and promote strengthened cooperation between social movements, government, non-governmental institutions, and academia. The network is actively managed by the WANA Institute team with the goal that it is an active and engaging space, that is responsive to members' needs and regarded as value adding. The WANA Institute is therefore more

than an administrator, but a convener of discussion, knowledge sharing and brainstorming, a conduit for linking stakeholders for specific purposes. The content of the discussion guides the WANA Institute's research, training initiatives and meeting agenda.

Engendering capacity development through training and knowledge acquisition

What	The WANA Institute equips the stakeholder network with the practical skills needed to transform discourse, evidence and networks into impactful programme, policy and advocacy.
Why	Simply providing stakeholders with knowledge and a platform for discussion is insufficient to address the challenges facing the WANA region; they must also be equipped with practical skills, tools and programming capacities to use such assets in programme design, policy development and advocacy.
How	Based on the stakeholder network's needs and priorities, the WANA Institute provides practical and technical training and learning resources in specific areas. Such capacity building is specifically geared towards the programming skills required by civil society, but may also be relevant to academics, policy makers and practitioners. Through these training programmes, the WANA Institute aims to transform evidence-based research into evidence-based solutions. Training may be attached to a forum meeting, or provided online through interactive modules and learning resources, as well as standalone training sessions. The WANA Institute makes use of teleconferencing facilities to ensure that learning programmes are available to all WANA stakeholders, regardless of their location. All training is based around active-learning methodologies, is provided in Arabic and English, and is geared towards practical skills in programme design, execution and impact evaluation.

4.3 Our commitment

The WANA Institute aspires to be a trusted source of knowledge, evidence, opinion and support for civil society and other key stakeholders in the design and implementation of programmes, policies and advocacy in the WANA region. To attain this, the WANA Institute commits to distinguish itself from other think tanks and research institutes by:

- Providing a sustained space for discourse that is non-politicised, inclusive and representative of the WANA region stakeholders;

- Listening and remaining responsive to the principal concerns of the stakeholder network;
- Continuously and critically evaluating how the WANA Institute's activities contribute to improved programmes, policy-making and advocacy;
- Anchoring all activities to supporting progress in the areas of social justice, green economy, and human security; and
- Making our resources and publications accessible regardless of location or language.

4.4 Guiding principles

1. Empowerment of the marginalised with the knowledge and tools required to uphold their rights and take charge of their future wellbeing;
2. An interdisciplinary approach to problem conceptualisation and strategising based upon social justice, green economy and human security;
3. Approaches based on inclusivity, balance and diversity, to facilitate unprejudiced dialogue and adequate opportunity for participation, with special attention to those often marginalised from political processes;
4. Dialogue based on transparency and mutual respect;
5. Emphasis on practical solutions and transforming ideas into action and results;
6. The anchoring of all work around the imperatives of human dignity and growth and strengthening of civil society.

5. The WANA Institute 2014 programme components

During 2014, the WANA Institute will set in place the pillars of its revised strategy as well as pilot new tools and working methods. A staffing model based on the El Hassan Fellowship Programme will be initiated, research partnerships at various institutions will be established and knowledge networks at national and regional levels will be formed. The following core activities are scheduled:

5.1 Legal Empowerment and the Arab Awakening (11-12 June 2014)

WANA Forum 2014 hosted 104 practitioners, academics and policy experts from 11 WANA region countries. A more rigorous identification process, including application forms and referee checks, was used to ensure that those participating were active in the legal empowerment field and that their participation would be value-adding to their organisations and the wider group. Collaboration with UNDP, the Norwegian Refugee Council and the Open Society Foundations led to cost savings which allowed the WANA Forum to extend participation and connect the Forum to a two-day technical training.

5.2 Technical training on legal empowerment (9-10 June 2014)

In response to requests by practitioner participants for technical capacity building in specific areas of legal empowerment, WANA Institute hosted a two-day training session (for 43 forum participants) in the following areas:

- advocacy
- legal aid
- paralegalism
- strategic litigation
- mediation

5.3 Research and knowledge products

- The Islamic Perspective on Legal Empowerment: Examining the linkages between legal empowerment and the Islamic legal tradition;
- Legal Empowerment as a Platform for Conflict Resilience and Transition;
- Institutionalizing Zakat: Making legal empowerment sustainable;
- Regional experiences in Women's Legal Empowerment (in cooperation with Oxfam)
- Women's Access to Justice in the WANA Region: Evidence, opportunities and recommendations;

- Five Years of WANA: Lessons, key messages and reflections;
- Understanding Legal Empowerment in WANA: A practitioner's guide to programming, advocacy and research;
- Online training tools on advocacy, legal aid, paralegalism, strategic litigation and mediation;
- Legal empowerment fact sheets: Advocacy, Legal Aid, Paralegalism and Mediation, Legal Clinics, From Awareness to Confidence Building, Customary Legal Systems, Strategic Litigation, Legal Empowerment and Transition, The Disempowered, and Post-2015

5.4 Other partner events

The WANA Institute will partner with the International Development Law Organisation to hold a 1-day roundtable event on legal empowerment and religious freedom in September 2014. The WANA Institute is also working with Namati and the Open Society Foundations on activities advocating for the inclusion of justice and legal empowerment in the post-2015 Sustainable Development Agenda.

5.5 Knowledge networks

The WANA Institute is upgrading its website, developing a communications and advocacy strategy and will launch its knowledge network with interactive platforms, such as blogging facilities, by the end of 2014.

6. Risk assessment: potential obstacles and strategies for mitigation

There are three principal risks associated with the work of the WANA Institute. Strategies to respond to and manage such risks are developed, periodically revisited and revised, as detailed below.

6.1 Building regional consensus

It is acknowledged that forging consensus and building strategies around key issues at a regional level is a challenging process. Different countries, and stakeholders within those countries, have different priorities and perspectives that can be difficult to reconcile. In response, the WANA Institute team is researching and piloting different approaches to regional consensus building, in particular, the use of evidence-based programming and impact studies as the basis for dialogue and negotiation. The WANA Institute is also conducting a synthesis of its first five years of operation with a view to gleaning lessons learned and models for dialogue that best support consensus-driven and multi-stakeholder partnership.

6.2 Topic selection

The WANA Institute deliberately selects and investigates themes of immediate importance to human security and social cohesion. Such themes may be controversial and politically sensitive in nature, and this may impact active participation, particularly by government stakeholders. In response, the WANA Institute team will use their existing rapport with the relevant government and thematic stakeholders and ensure their ongoing involvement and cooperation. In this regard, it is noteworthy that WANA Institute's reputation as a neutral and non-politicised thought leader working under the auspices and guidance of HRH Prince El Hassan Bin Talal, provides it with integrity and protection from external interference. Such freedom to confront controversial issues sets the WANA Institute apart from other research institutions. It should also be highlighted that the WANA Institute does not seek to expose new problems, but rather to develop more cooperative and efficient responses to broadly acknowledged challenges.

6.3 Regional instability

Ongoing instability and insecurity in the region may prevent participation by stakeholders from affected regions, or working in particular fields. In this regard, the WANA Institute makes all efforts to secure participation by those in affected areas, including through virtual communicating technologies (such as teleconferencing and web-based networks); it also takes all necessary steps to ensure the confidentiality of persons participating in primary research studies.

6.4 Knowledge to policy process

A final risk is that government and policy makers will not be receptive to the supply of evidence generated through the WANA Institute's knowledge base. Ensuring the knowledge assets are taken on board by key change makers is notoriously difficult, yet crucial to achieving the WANA Institute's objectives. The WANA Institute will identify and develop strategies to mitigate barriers to the dissemination of research products, as well as ensure that research is translated into forms palatable to policy makers. Additionally, advocacy and engagement strategies will form a significant component of the civil society capacity-building programmes.

7. Monitoring and impact evaluation

A system for monitoring the WANA Institute's work against the budget and work plan will be developed at the outset of each project to ensure timely progress towards project milestones. Likewise, a strategy for evaluating the impact of the programme using qualitative and quantitative data collection techniques will be developed prior to the commencement of the 2015 programme.

8. Management arrangements

The WANA Institute is a non-governmental, non-partisan civil society initiative comprising individual

and institutional members from across the WANA region and supported by global partners. The initiative is facilitated and guided by HRH Prince El Hassan bin Talal, who acts in a personal capacity, not representing a state or political agenda. The process, however, ultimately belongs to its community of members and participants, and through them, to a wide range of stakeholders in the region. The WANA Institute is supported by the following management structures:

International Senior Advisory Board:

Chaired by HRH Prince El Hassan bin Talal, the Advisory Council shapes the WANA Institute's organisational goals, advises in the determination of strategic priorities and identifies potential partners both within and outside the region. Within the context of the revised strategy, a new Advisory Board tied to the updated thematic pillars will be convened on renewable three-year terms.

Academic Advisory Board:

The Academic Advisory Board is made up of 5-10 leading international scholars in the WANA Institute's key thematic areas to review and critique major research pieces prior to their dissemination. Members of the Advisory Board act in a voluntary capacity and sit for three-year terms.

Headquarters:

Based in Amman, the team manages day-to-day activities, conducts and commissions research, seeks partnerships, facilitates regional cooperation on specific projects, manages logistics operations, and takes charge of media and advocacy strategies. The headquarters is led by an Executive Director who is supported by a team comprising a deputy director, finance manager, logistician, communication expert, and a team of research fellows. Importantly, research fellows are recruited locally and internationally in a bid to source the most promising and talented minds. Research is conducted, written and published in both English

and Arabic to ensure the WANA Institute's work is accessible to a broad range of stakeholders and contributes to an authentic pool of regional knowledge.

The El Hassan Fellowship Programme:

Commencing in January 2015, 7-9 carefully selected graduates from distinguished Masters Programmes will be invited to participate in the work of the WANA Institute. Fellows are selected from the following thematic areas: international law/justice, Middle East studies, political science, international development studies, interfaith studies/theology, refugee studies, environment, and conflict studies. Fellows work under 12-month terms, under the supervision of the Executive Director of the WANA Institute, and the ultimate guidance of HRH Prince El Hassan Bin Talal. Fellows are expected to write a substantive research paper of publishable quality, on a subject that connects their area of thematic interest to WANA Institute's priorities. They have the further opportunity to present such research at national or regional fora, as well as develop and manage knowledge networks. Through their participation in the programme, Fellows build unique skills and experience, including in the areas of policy analysis, article and speech drafting, and engaging in regional political and development discourse. The Fellowship programme is an economic means of ensuring a consistent supply of highly motivated and intellectually driven research and writing staff. As Fellows occupy one-year appointments, the staffing pool is refreshed regularly, allowing for fresh vision and progressive thinking on development problems to be integrated into the WANA Institute's work.

Visiting Senior Scholars Programme:

Each quarter, a renowned international scholar or policy-maker is invited to contribute to the work of the WANA Institute. Visiting Scholars are provided office space, together with the WANA Institute

team, at the Majlis El Hassan. Visiting scholars are selected on the basis of their capacity to bring unique expertise, insight and experience to a specific research project. The scholars advance the work of the WANA Institute by mentoring and advising a research project team, as well as authoring or co-authoring a number of short academic pieces, providing key note addresses and participating in other stakeholder events. It is expected that their presence will advance the reputation and outreach of the WANA Institute, enhance the quality of its outputs, improve research methodologies, and facilitate new partnerships with the visiting scholar's institution.



Majlis El Hassan, Royal Palaces, Amman, Jordan | Tel: +962 6 464 9185 | E: info@wanainstitute.org
www.wanainstitute.org